

FINANCLAL TIMES THURSDAY MARCH 11 1993.

## IMF tries to shore up Russian reformers

Renewed efforts under way to agree debt deal

| John Loyd in Mosc | ment to pursue economic |
| :---: | :---: |
| ternatioual Monetary | Supreme Soviet has already |
| step | y |
| $a$ | approved a revised plan drawn |
|  | odorov, the |
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| g to Mr Alexander | the economy and finance, |
| ind in charge of forieign eco- | and select tbose industrial |
| nomic reletions. |  |
| hopeful of an agreement with | Pofter more than a |
| western creditors on repey- | with the |
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| He said this would mean Rus | sian |
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| Russia should pay back stiobn | economic |
|  | given a higb priority to toe |
| ${ }_{\text {tries }}$ Mr Shokhln said that Mr |  |
| F | to safeguard the MMF's role in |
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| talks last week in |  |
| that he would like |  |
| ment to be signed by Ap |  |
| -Of course, before such |  |
| ct fin | from the G7, which would |
| sed |  |
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|  | ers of the $\mathbf{G 7}$, most |
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|  | US, have begun to show |
|  |  |
|  | ts in Russia President |
| more difficult," he said | ill Clinton has called for a G7 |
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## Germany 'needs pact to stave off deeper recession'

DIFFERENT CHARACTERS SAME NAME







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 ith is a queston of fitit Band
(central government) , the The
alo
lon of
His

## Fresh steel talks offer some hope

 for other sectors
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Kohl's idea of solidarity may decide the future of federalism
The only point of agreement between the Bonn government and the opposition is that a deal must be done, writes Quentin Peel

## 2ga

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 trical sectors. IG Metall is demanding a 20 region, Rent
Dtisseldorf.

## Rail interests' merger derailed

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| TGIB GRRMAN cartei office | benefit greatly from the |
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| engineering groups to me |  |
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| objections to cooperation inlate November, and followed |  |
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| AEG sells around DMx.6tn |  |
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| Slemens bustress, which also |  |
| 何 |  |
| cfei, has around DM2.71 |  |

## UK wants <br> G7 to aid

 Moscow
Bosnian Moslems split on peace map Shaok buma
TRE Moslem-led Bosnian
 port the Vance-Owen peace
plan dividing Bosnia into 10 plan dividing Bosola into 10
semiautonomoun provinces
President Alsia Izzetbegovic, who was due to lly back to
New York at the end of this
week to give his governments reply to the medidators, , sir
Cyrus Vance and
is now enperted to delay hen his is now experted to delay his
return until next week in the meantivee, Mr Vaince
and Lord Owen are to have balks in Paris today with Hf
Slibodan Milosevic.
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bian prestident in an attepp to persuade him to put pres.
sure on the Besuian sertis. to
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 Sacitbey, said there were car-
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which the Mosslems could not make further concessionss
The ambassadro
indicated

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## Mitterrand lieutenants await electoral fate French cabinet

The sheer scale of the shift in political sentiment will mean a shake-up, writes Alice Rawsthorn

| $\begin{aligned} & \text { O Soongr had Mr } \\ & \text { Dominlque } \\ & \text { Kahn, the } \\ & \text { Strauas } \\ & \text { French } \end{aligned}$ | ial foreign minister, at Sarlat in the Dordogne. Mr Ceorge Marchais, 72, the veteran co |
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| industry Cambodian social evening in |  |
| his Val doisise constituency |  |
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 backs reform of constitution

| By David Buchan in Paris <br> THE French goveroment yesterday put its stamp of Mitterrand's proposed constitu tiooal reform aimed at giving France's legislature and judiciary more independence from its executive. <br> The proposals, which will go after tbis month'a elections are designed to boost the powers of scrutiny of the relatively weak Natlooal Assembly as well as to give it more leeway to organise its own business. However, it proposes that parliament should sit for a sir gle session from October to June each year rather than lts current two sessions of 90 days each. <br> The only mildly controver. sial element is Mr Mitterrand's 16 which gives a president 16 which gives a president extraordinary powers in a national emergeocy. <br> The Conseil d'Etat, which advises tbe government on selled against abolishing this |  |
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## Milan election to

 test opinion after corruption probes
 widespread. political corraptlon Securing the mayorship of
gathered pace this. year tas Milan woul be a biip prestige
dawned with the prospect of. hoost for lits leader, Mr
dit
 The move follows the dect-
sion by the majority of coumci-
lors to reslen on Tuesday nightit
 the coailtion administration agooy follows growng poplitical following invest of one membigations in The Mian poll which may : un
be held in Iuxue, could offer the
first ble test of public support
 expected general elections later the opted for elections, rather
 the trial of what has become.a cil coincided with a decisilon national corruption scandal, yet to oe formaised, to drop
the yote will put'all the main Milan's bid to host the Olympic parties to the test. it woud indicate the level of a froot runner, oficials had Socialisis. whose former would press ahead with its bid leader, Mr Bewino Crarli based
bis power in Milan. Eaily elec
despite the growing political
scandals. Italy's olympic Com tions could also prove an mithe may consider rebidding
important challenge to the for the Games in 2000.

## EC test for UK electoral system



LONDON SCHOOL OF RCONOMICS
Banking and Finance in Poland
Atwo diy conferenine on Thursday 1 April \& Friday 2 April
Topics for Dicur
Moxiemy pollcy in Poland
$\therefore$ Banching regulation
 covernment fsceal prob Speakers: Mme Hanna Gronkiewic-Walty Pres National Bank of Poland. $\because$ Michael Phair, Drexector NMM. Rothschild and Michael Hewitt Director of Stuciess, Bank of England.
 Ceorge Storozynski, Jan Toporowskik, Anatraij WG;izik and Jan Przeworniak
More detaila aud applicatton forn fromi Short Courses Office, 1 STE


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## Airlines

One Airline Can Make A Difference．＂



## National Power to study $£ 260 \mathrm{~m}$ Indian venture



## Facility to boost

 E Europe travel| David Dodwe arld Trade Edit | smaller, tranche fur consultants commissinned to make feasibility stadies. |
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| N | EBRD funds will be matched |
| ility to stimalate tourism in | by private sector investment |
| g launcted this week by |  |
| ropean Bank for Recon- | Robinson, WT |
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## EC probes camera imports

| Andrew Hill in Brussels | stestems | $\operatorname{ling}_{\text {nesf }}$ |
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|  | cems were being sold in the | ness |
|  | Japan. | last year. |
| ting prices of EC-made televi- | Acc | the UK., and Ro |
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| ding to Eu | studio cameras to the EC are |  |
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IFYOUTHINKBUSINESS
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Travel. Discover how different we are. And how very much alike.
The magic of flight makes the world seem smaller, the possibilities larger. There are endlessly
fiscinating places to explore. ideas to examine, people to meet, opportunities to pursue. Go.

$\qquad$


## NEWS: INTERNATIONAL

## Egyptian crackdown leaves 14 militants dead



## Joint ventures worth $£ \mathbf{1}$ bn put forward

By Andrew Trayor,
construction
correspondent changes in rreasury rules ouned land to private inves-
 tunds and a hrddere across the




 Mr John Redwood environ-
ment ministrer In a hid to per.
suade construction compais. suade construction compaijes
and banks to take advantige of

## Public hearings likely soon on arms for Iraq

## By Jimmy Bums and Davic Owen

 PUBjudic
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 of Kuwail $\begin{aligned} & \text { The hearings will almost cer. } \\ & \text { tainy involve current and for- } \\ & \text { mer ministers and Lord Justice }\end{aligned}$
 or the inquiry toam would like ment employess, said some of
the hearing tor
on closedecircuit television to
her memhers were worried
enat
 ing. The Intention to complete
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liament is in session is signif:


The sick parade


Top 8 reasons given by
emiployees for absence
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-. tood polsoning


What enployers think are
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Survey locates absentees

|  | Diane Summers, Staf |
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|  | companies in the UK take far |
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|  | Sitakness ahsence is two- |
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|  | tions than their Japanese coun- |
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|  | lost a year - is 3.9 per cent for |

## Britain in brief $\begin{aligned} & \text { s8na UK hid - funded fothty } \\ & \text { by the government's Medic }\end{aligned}$ <br> Britain in <br> may be sold LibDems to

 to Pakistan fight VAT rise




 $\begin{array}{ll}\text { Any sale would probably be } & \begin{array}{l}\text { caused in the horse hoodstock } \\ \text { industr } \\ \text { handled hy }\end{array} \text { Industrya } \\ \text { whiferent }\end{array}$

as a potantial outlet
chieftain tanks, produced hy London buses
Roval Ordnance and Vickers,
have been held in low reard
by British soldiers. They were aiso sold to Iran. Jordan and
oman. Some of Iran's Chief-
ductors stay as drived a ones and con conOman. Some of IIran's Chief-
tainn were captured hy Iraq

during the 1980-88 war. | $\begin{array}{l}\text { tains were captured } \\ \text { during the } 1980-88 \text { wa }\end{array}$ |
| :--- |

Business urged Gr John Patten, Education Scots estate
Mr Joun Patten, Education
Secretary has urged business
executives to to hecome more acre Knoydart $\begin{array}{cl}\text { xiecutives to hecome more } & \text { estate, in the west highands } \\ \text { involved in education to } \\ \text { scotland } \\ \text { has been bogight for }\end{array}$ ensure that young peoplen leaving schools and colleges have
the skills employers need. Speaking at a CBI conference in London. Mr Patten ssid that
husines was being iviven much
more information ahout more information ahout
schools' performanee, , hhoumg
league tables on examination results. Emplogers who were unhappy about the standards ahould take it school-eavers
schools concerned.

UK base for genetics centre he UK is to be the site for an Mr William Waldegrave, $\begin{aligned} & \text { gramme of examinations } \mathrm{p} \\ & \text { nationalise }\end{aligned}$

 customers inside and out for 60 years. It's a way of life on the West Coast of Ireland; there are towns where every shop has its own bar, even the shoe shop. After all, you wouldn't be expecting to make a major purchase

[^1]UK national lottery may cost $\mathbf{5 5 0 0} \mathrm{m}$ to establish

By Raymond Snoddy<br>$\qquad$<br>or has supplied equipment to the UK national loftert, likely could be around in the world,

The scale of the project was The scale of the project was
set out by Mr Craig Watson, a
 company which clairs more
than a 70
wor cer cent share of the than a per e
world market fo
lottry systems.
lottery systems.
The system. which is bikely
to have about 20,000 terminals
 bicence to operate the UK lot The national lottery hill is eails are espected in next
week's budget
Worldwide in
 with typically 50 per of sent going
in prizes, 35 per pinn
ment

a mixed effect - some employ
ees improved their attendance ees improved their attendance
because they feared for
jobs. others
were subiect jobss others were subject $t$
increased stress and took mor increased stress and took mor
time oft reasons for Japanese
The
 controling sick leave may
include better employee com
隹 munications ahont ahsentee groups, the survey found Japa
nose companies were also
likely likely to ask candidates about
thelr attendance record at
interviexs and find out why


## NEWS：UK

## Ford redundancy threat blamed on Japanese plants

By Robert Taylor，
labour Corresponde JAPANESE motor companies with
planis in Britain were partially hlamed yesterday by Mr lan Mcalilis－
ter；Ford UK＇s chairman and manal ter；Ford UK＇s chairmanand manag．
ing director，for bia and mang．
threat to make compulsory redun． threat to make compulsory redun－
dancies．
His strong attack，in writen evi－
dence to the House of Commona

hite－collar staff to authorise a levels of engineering and manufac－designed and developed in Japan
 Leaders of manuai unions meet
Ford management tody to discuss
how redundancies will nembers．If Ford refuses to back expected to manual unions are are arso
Mr McAllister told Mrike action． Mr McA
growing preser toe of Jups．＂With the
plant assembly facilites ine Britans


## Lamont free to

 announce tough Ulister rejected patioum ount TBE Oposirion Latoir Gutimeat dimed at restab to combating terrorism in Northeco Ireland and main－land Brthin was dismissed a

 Budget，MPs hint
 Fonowing his last neaght
backbenchers lo
ant

estate



## Cuts urged on alcohol and tobacco duty

In evidence to MPs，Ford＇s senior jobs had to go by April 16 ．ont of the
2,100 called for last December while 2100 called for last December whille ondy 318 more mannaal workers were
required to accept voluntary redun－
dancy out of the 1,180 originally dancy out of the 1.180 originally
needed
This suggests Ford might reach its ned for compulsorge redundancies．
In the ballot of Ford＇s 10,000 In the bailot or Ford＇s 10,000
white－collar start at it 21 UK plants，
50 per cent of 6,500 memhers of the

Kanulacturing．Scientific and unancorting the strike call witb 36 per cent against．As many as 83 per cent
said they would back action short of a strike． The vote among white－collar mem－
pers of tbe Traspport and General
Workers was mich bers of tbe Transport and General
Workers was much narrower－ 53
per
 2ent thacer cent against，with 82 per
Stafif union officialshott of a strike Staff union officians shill meet Ford
on March 23 to discuss the lssue．

NatWest admits to delay over card action a，natam mos NATIONAL Westminster Rank
admitted yesterday it had
waite

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ane error．
Thy ． The error．which resulted in
paymants belmg ereaited to the
wrong


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tomens whe omplainted．
only after one eustomer Only after one customer con－
tacted a mare senior manager
did the bank decide to contact and compensate the remaining
carro
affected．Neart whest is unere．
atiod arected．Nat West is under－
stod to have launebed an
interal investigation and is
erected todeten internal investigation and is
eepected otetemine in a few
days whether there will be any days whether ther
discsplpinary action gr Trevor Batckier．general
manager of UK brancb bust－
 lem．We are very concermed
about giving yood service to
our customers and we will be contacting all wbo are affected
to apologise and put thinga
right．， TMe prohlem occurred after
NatWest withdrew its WWF affinity card in December and
convert the accounts into ordi－ nary Visa cards．
A buman error
A．bumar error in merging
the accounts meant that pays．
ments trom some WWF card bolders in January were care
ited
Visa cond eand caccounts of orbers by mi ake．The procedure which mise
to tbe error was chaoged
before February bills were sent out atthouary blte bills the The benk was able to iden．
tify the problem because some tify the problem because some
of tbe account numbers to
which funds which funds were channel
did not exist and were rejected by their computer．
Last year．NatWest was
forced to alert thousands of
of forced to alert thousands of
cartholdoers to errors on their
statements
ware was chang ormputer soft．

## Some only offer umbrellas．

But Bank Julius Baer offers more－especially in these times of uncer ainty．Our risk－adjusted approach to investing calls for examining every conceivable scenario and taking the appropriate steps to shield our dients＇portfolios from the vagaries of turbulent markets．When you ork with Bank Julius Baer，you get much more than lip service to cient safety．You can rely on our people and our service capacity built up ver more than a century of banking and finance．

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## $\because$



＂I Think foster from Finance is trying to tell Us Something：＂

| \＃Perchaps he＇s read the Fortuee 500 article． | It buys socuricr，privzecy，confideniality and saves |
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| which stater that＂Top US companies operating | that most valuable of commodities－tine． |
| their own zirerff eonsistently outperform those | An rgument which may convince the financial |
| who don＇t＇ | fraternity．Bot will The Board buy it？ |
| Or pertups he＇s calculated that increasiogly In order to evaluare the business advanruges of |  |
| overerowded airports equals delays，equals （0）operating a corporate jet，weve compiled The |  |
| uable rime lost，equals posponed meetings， | BAe Guide to Corporate TruveL |
| equals inefficency，and lost profis． | For your copy，fax or seod us your business card． |
| With a corporate jer you decide your husiness schedale，and the aiporta yon mke off and land at | It could be just the CORPORATE sort of air mail youve been wziriog for． |

MANAGEMENT: MARKETING AND ADVERTISING


## Alice Rawsthorn asks whether Giorgio Armani's new fragrance can revive sluggish perfume sales <br> A smelling salt for the market

## The scent of things to come <br> Commercial interest in the use of aromas is growing, writes Tim Dickson conditioners to improve staff mot- oatton and raise productivity. Mitsnhishi's researchers projected that office demand for sme year 2000 . Not everyone tory markecting, approcially of oben it consinger gronps bave critleised the growing them of snblimi. Apologists say there is nothing sinistr, that the enice pongs can be compared witt background must, fance ligitang or plasb capenting. Recent commercial interest $\begin{array}{ll}\text { ast } & \text { morke } \\ \text { on- } \\ \text { per ce } \\ \text { pan } \\ \text { scented } \\ \text { ato }\end{array}$  <br> $\qquad$

 also benefit from tbe dearth of other
large launches. Morever, there are
now sigus of a recovery th the re




Poland opts for TV ads


## PEOPLE

Big names for small business taskforces



## Atterton joins Guinness Mahon







cent of businesses whicb
employ fewer than 20 peopie
mploy fewer than 20 people,."
The DTI says It expects small
business representatives to be busidess representaives
among the tast fore member
and Nigel Whit and Nigel Whiltaker says there mong the 8.10 people on hl
hhortlist
The task forces, whicb will The task forcess, whicb will
work closely with Lord Sains
Wicheel Heseltine's Bury, Micheel Heseltine's.
special adviser on deregula.
ion, have six months to com-

FINANCIAL TTMES THURSDAY MARCH 111993

> Unfortunately for BMW,
> Mercedes and Audi, What Car?'s 'best luxury car' has just been improved.

Last November, What Car? compared the Lexus LS400 with the BMW 740i, the Audi V8 and the Mercedes 600 SEL. Their verdict?
"The Lexus retains its title as the best luxury car. It is beautifully built, it has a remarkably unruffled ride and the best refinement you'll find at any price". Then they went on, "Now consider the complete specification; the extensive warranty, and the fact that you could buy a Lexus and, (the BMW), still have
 3 change to
buy a small city run-around, and the case in favour of the Lexus becomes overwhelming.'

Flattering comments aren't new to the Lexus of course: "A car that is better, dynamically than anything we've' ever. driven in the top luxury car market"ad "a car which is the quietest and most refined you've ever been in," were typical opinions at its launch:

But any hopes the others may have had that complacency would set in, will now be dashed. Ever since its launch we've been looking at ways to improve it

And the bad news for Mercedes, BMW and Audiy is that for 1993 , the Lexus LS 400 has been refinied in almost fifty ways

Some of the changes are subtle. A quieter boot lock, for example, and a light inside the seat belt buckle.

Other refinements are more substantial. Air bags for both driver and front seat passenger and seatbelt pre-tensioning make the Lexus even safer. Modifications to the suspension make the ride even firmer at high speed and smoother at low. Changes to the 4 litre V8 engine make the LS400's already impressive fuel consumption figures even more astonishing. 35.3 mpg at 56 mph, the best in the category.

Alongside all these changes, however, one thing remains feassuringly the same. The 3 year/ 60,000 mile mänufácturer's warranty.




## On the fast track

Richard Tomkins takes a look at the Briway rapid transit system
 enowned fow else to explain
 Yet this rich man's train set is not just a ofotit de grondeurr. ristow. the former heilicopter ne worth railway equiumentist nudstry with d a Bequmpment
 he world's offsbore eil and and dustries with his belicopter


pecialst enginerers, bean or has
Lesigned and built an Scom.

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YOUK STOMACH IS LOOKING FORWARD TOMARCH 28 AND THE NEW SWISSAIK BUSINESS CLASS FOR EUROPE EVEN ON THE

SHORTEST OF SHORT-HAUL FLIGHTS, YOULL FIND A WELCOME DINING SURPRISE: JUR NEW CUISINE WILL GIVE OTHER AIRLINES SOME FOOD FOR THOUGHT.


## Schools advise on IT


$\qquad$ be bastc organisers. others.
would have all the foinctions
be bastc organisers. others
would have all the foinctions
of full-lown PCc, but with
a smanler keyboard. "They're a stauner keyboard. "They're
very suitale inded for small
fingers," fingerss," says Daly.
Low cost wordproe
 to eight lines of text. These
would be used for a range of writing activivities an the - Graphical calculators,
costing $£ 30-50$ which could costing $£ 30-540$ which could
be used In science or maths, be used in science or math
for example, for drawing ${ }^{\text {graphss. }}$ Daly is Daly is confident that the
portabiity of the machines
 to remove them permanently. theft was not a probiem.
aif teachers and cilliren get good-quality
then thaipmey respont,
thays
Della Bradshaw ${ }^{5}$

$6 \times 1$.

## PROFITS UP 23\% AT ALLIANCE \& LEICESTER.

Financial highlighta for the year ended 3lat December 1992.
誘 Pre-tax profits up $23 \%$ to $£ 122.5$ million.
*) Loss provision charge stabilised at $£ 203.6$ million
z: General reserves up $\mathbf{8 8 7}$ million to $£ \mathbf{8 9 0}$ million.
$\frac{2}{2}$ Total capital up $£ 131$ million to $£ 1,335$ million
Gross capital ratio up from $7.8 \%$ to $8.2 \%$


It is encouraging to report that in 1992 Alliance \& Leicester made a good recovery with pre-tax profits up by $23 \%$, in spite of the recession and its effect on the housing market. The resilience of ou business has been amply demonstrated and our financial indicator confirm the strength and soundness of the group."
F. W. Crawley. Chairman

## ALLIANCE -



## ARTS

## Cinema/Nigel Andrews A trip through the centuries

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Theatre/Andrew St George

## 'The Women of Trachis' and 'The Frogs'



| morrow) and The Mikado (Sat Tues), plua a new ntaverdi/Bartok douhla hill ening on March 20 (071-836 1) | plays Britten, with vocal aololsts Joan Rodgers and Jaan Righy. Naxt Thurs: Rostropovich gives | String Ouartet. March 22: Iarael Philharmonic Orchestra (7200 3744) | siness TV <br> ara Central |
| :---: | :---: | :---: | :---: |
| dier's Walls Tonight tomo | Saxton'a new Cello Conc |  | monday tD thursday |
| March 19, 20: Ute Lampar (071-2788916) |  | Sat in Smatana Hall: Ars Rediviva play worka hy Couperin, Lully and Leclalr (232 2501). Tues in | uper Channel: European usiness Today 0730; 2230 |
|  |  |  |  |
| South Bank Centre Tonight David |  | Ovorak Hell: Piotr Anderszewski | onday |
| Creation, with Leslay Garrett and Willard White. Tonight in QE Hall: |  |  |  |
|  |  | Oariationa. Wed: Skamp Beethoven, Petr Ehen and Martinu. March 23, 24: Wolfgang | Super Ch Times Reports 0630 |
|  | Cristina Ortiz plano recital. |  |  |
|  | - MADRID |  |  |
| , | Aries de Saluzzo |  |  |
| tranov conducts Philharmonia |  |  | mes Reporis 2130 |
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|  |  |  | Sky News: Financial Times |
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|  | Naxt opara production at Teatro |  |  |
|  |  |  | aturday |
|  | opaning March 25 (420 |  | Super Channel: Financial |
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|  | CMILAN |  |  |
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| Po. March 19: Kaunleen Battle. | Mariana Nicolesco song recit | Teatro Ollmpico Tonight | Suscow 1820 |
|  |  |  | Supar Channet: Financial |
|  |  | Clarinat sonatas hy hindam, |  |
|  | Riccardo Mutil conducts Glorglo | Prokoliav, Schumann and |  |
|  |  | Thurs: Kronos |  |
|  | including William Shimall, Carol |  |  |
|  |  |  |  |
| Gustafion and Bryn Teriel. Mon: |  |  |  |
| ony | plays violin sonatas. Mon: Tol | Mon: Barnd Waikl song recltel. |  |

 pening on March 20 (or 1-336


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 CBSO In works by brititen, Bridge
 piano music. Mon:Bartok, Janacek, Vaughan
Williams and Stravinsky. Tu
 Concerto for Orchestra, with oncertos by Haydn and Mathlas 8 amed London Mozart Players. Next March 20: Giullini conducts March 2: Giullin conducts Mstialav Rostropovich conducts and Chorus in concert with Ben Heppner, Nancy
Gustafsin and Bry Teriel. Mon:
St Patersburg Symphony


## -BOLOGNA <br>    <br> florence    <br> $\square$ GENOA <br> Teatro Carlo Fellee Tomorrow and Sat atternoon: Yurl And Sat after ioni: Yurl Works by Branma and  atiternoon: Jan Latham Konig conducts final pertormance of  hoberto Deveverauk Next Thurs:   <br> LIONDON <br> thenta <br> Playland: Athol Fygard's  sex and snow on Alpine siopos Carshwy for musicail the ned Prince Eduarcaron comaty      Neil Simon'sweighy West nick thot int phaton about   Coperan iarce Mark Emlier conductis And Areat Serban's procuction of Turandot, with Gwyneth Jones. Tomorrow, hext Mon next Mon, Wod, Sat Colin Davis production of La Damnation da Hadtiey and Samuel Ramay. Tues:  works by Bintiey and Forsythe (o71-240 1066) Coliseum ENO repertory thls Coliseum ENO repertiory thls month consist of oon fastual (tonight and Mon). Rigolatto



Maggie Smith: superb as Lady Bracknell


athens
Concort Hant Tonight Sunn next

 Daly tarz aroup. Sat Tatsis


## barcelona

Compania Nocional de Toafro Harn Sultann at Mercat do 10. The nexx oipera production at pening netta

- conducts Nuria Esperts staging.
 eortorminces tith March 28 (412
${ }^{33522}$ intormation and booking for


## Braced for a loud grinding of gears



| THE FATE OF HONG KONG <br> By Gerald Sega <br>  <br> 234 pugss | ous Shenzhen special econic zone across the border. ompanied hy decentralisa. n of political power, It is shle that the Hong Kong will wag the Guangdong |
| :---: | :---: |
| ey were struggling |  |
| id Chinese rule. |  |
| denocratlc reforms pro. |  |
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| themselves. to the future sovereign or sim. |  |
| ply out of spathy, they do not sentation, there would be little willingness in Britain to pur- |  |
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|  | use of it as a finsncial and |
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| The fate of Hong Kong, espe cially if it is unhsppy, could |  |
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| touch many countries. Since it will be a very high-proille part |  |
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| international relations. forexaple with the US. tt could exatete pressure for mass immi. gration of Hong Kong peoplearound the world. Attempting aroma tue word. Atempla |  |
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| Some countries view Hong Kong people as an asset for which to compete |  |
|  | wanting |
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|  | ss economic dynaong Kong if that was |
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| to assess the role of the other countries in Hong Kong's |  |
|  |  |
| future. Segal gets bogged down |  |
| trends. But there is no denying thst emigration has already |  |
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| sapped Hong Kong's dyna-mism. Canada's aggressive |  |
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| immigration pollcy under ${ }^{\text {a }}$ (ines the fact that fong Kong people |  |
| are viewed hy some countries (not Britain) as an asset for which to compete, possihly to |  |
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|  | Hong Kong's detriment |  |
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| Hong Kong itself is ikely |  |
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| joining. Segal's analysis of how |  |
| it will fit into China is the nost intcresting part of the ook. China's growth, |  |
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|  | t |
| larly in the areas around Hong |  |
| Kong, is creating shifts in rela- |  |
| tions hetween Bejing and theprovinces. Hong Kongs econ- |  |
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| Interdependent with that of nelghbouring Guangdong prov- | guess the fate of tong kong. |
| nelghbouring Guangdong provne ince, and particulariy ths pros- | Alexander Ni |

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ECONOMIC VIEWPOINT
The battle for the 'franc fort'

By Samuel Brittan




 strik

Change has now become a constant. With all the place in the busincss environment, even well-managed companies have to adapL For some, this can mean a steadity co
adjustment, but for others something more dramatic is required

Undergoing fundamental change is a critical test for any company, and the unfortunate fact is that many of them fail. The reasons for their failure and the essential issues involved in the It is a practice-oriented experience which focuses to a large degree on the change issues
faced by those who attend


Participants are invited to prepare a specific example of an issue linked to change. Through class
discussion and consultation they will leave with fresh insights about how it can best be resolved
For managers of companies undertaking or planning substantial change, there is no more critical topic. Please call or fax for a brochure.

## IM

## LETTERS TO THE EDITOR

## 

UK position Only long-term planning will on quality standards is complex







 halt downward cycle in UK
 ofierng ysytem cortirication
quite justified pand in explestis
qus


Dogged by the spectre of doom and gloom









No problem about lunching at the Garrick



numerous luncheons aut the
Carick at which ladies were

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FINANCIAL TIMES Number One Southwark Bridge, London SEE 9HL
Tel: $071-8733000$ Telex: 922186 Fax: 0714197500 Thursday March 111993

## A strike too far for Germany




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# australia's low-key election campaign belies its importance to continued structural reform, says Kevin Brow <br> Lacklustre in the lucky country 

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## mesh



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| mast | take the goverumeot opposition to the over

the recession But it it falling to do
 gramme - the introduction of of
goods and services tax (SSI, imit
tar to European valno-added tax: Labor's strategy has diverted
attention thou the recession to an
interminable debate about the effect

 the price of calces in bakers' shops
che answer depends on the end of
cate and whether the paper bag is cake and whether the paper bag
included in the calculation)
The irony is that Atistilions The irony is that Australians will
be deciding a serious stale on poll
ing day, even if it is not being put be decani a delirious issue wing pout
ing dye even if it is no being put
to them openly. The question is
simple are voters still committed to


## How Lamont can collate the <br> How Lamont can square the circle









## OBSERVER

Welcome on the inside AA hie itioemere cord bim



 problem more often found in show
business - how to frat than in
With no fewer than 7,000 vacancies
 operating mem below exarvicity.
True, the prison poppalition
 Just over 40,000 in December. But
thant iv e merely in normal seasonal
increase, that document

 ouse awn nut So op mate to do?
While wanting the service to be While wanting the service to be
more entrenperenuisi, the government might draw the line
at a campaign to promote $s$ at a campaign to promote s
capacity-filing crime-wave. And although prisons' running expens are on y a quarter of the polizecel
Figure, their daily
cost of about fIgure,
Sopstarner would price them out of the standard botel market
Consider Considering Lewis's background
however, a sointion should certainly not te beyond him One
obvious possibility is to follow the obvious possibility is to follow
theme parks trend. After all, the

 But the con artist responsible, calmed Irish origins, seen unlikely to be the same conman
wanted for Interview by the British ranted for interview by the British recruit sales staff and asking to cover costs.
to cover costs,
With convincingly English
restraint however, he ls charging Only 85.75 a head
Why the extravagance of new

- curtains at the Margate Place curtains at the Moorgate Place
headquarters of the Institute of
Chartered Accountants in


## 

Mntiminis the manemenent of




Second match

 las pastime ting firing coincidence was not the first of Nos mooing Day, which the
lobbyists had described as ${ }^{\prime}$ a PR The makes a notable double,
the 6 -year-old chairman said the 6-2.eyarkes a notatale chairman double
unabashed.

In the soup - Tokyo airport police uncovered arrested 35 year-Old Chopradit
Richest arriving from Bangkok Richest anting bring 2121 eminent
saleable rare turtles pouched saleable rare turtles pouched in
a special smuggler's vest, he had 14 more in a whisks bottle and a
further 40 in a light-bag. All were
alive.

FINANCIAL TIMES
Thursday March 111993

## Mitterrand in row over 'jobs for the boys' before French election


#### Abstract

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## US pharmaceuticals groups seek antitrust exemption

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Yeltsin's role attacked in Congress



## Amato wins support from Italian Senate




## UK treaty ratification

 faces further obstacles
## By foo Daw in London

THE UK GOVERNMENT faces a pusb ahead with ratificteatoon of the Maastricht treaty, a senior
Conservative cahinet minister conceded yesterday,
The opposition Labour party
believes lt could believes it could gain enough
support drom the Liberal Demo
cratic party and Tory rebels to cpatic party and Tory rebels to
win
wive further amendments to the bill each aimed at enhancing
democratic accountahility and Controns over the EC.
Athoug one of
 undouhtedly serve to undermine
further the government's authority her the government's author-
ity and sap morale among loyal.
ist pro-Maastricht MPs. In an attempt to talk down the
significance of Monday's defeat
 Conservative party rebels scored
a 2 -
mente victory over the thinister saide
mavern
Whe







 term not least in nine moor
time when the maastricht legis
tion should be pased
on practice passen In practice, recent surveys ation chaimen- showing many
supporitive of the rebels - reveal
there is little he can do to con-

Hisinteraipear read to lea

 But leaders of the Euro-sceptiss
were unbowed yesteray saying
they could support at least yome tey could support at least som
of Lahours amendments.
AAtthoug there is enidence of
some splits among the rehels. tac
and
 The governmentris suluerrability
Tas, meawhili, markedly risised
norale on the Lahour benches


 He spoke against an amend
ment proposed yesterday at
meeting of the pardiamentar co

 support for sir smith's stance
among his backbenchers.

## Horns of a dilemma

| THE LEX COLUMN |  |  |
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| $T$ |  |  |
|  |  | the UK economy. |
|  | Standard Chartered <br> Share price relative to the <br> FT-A Beanks !ndex <br> 120 |  |
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| to the s75m development cost thecrrredhy the Exchange itself, City brokers |  |  |
| hy the Exchange itself, City brokers and banks have spent much more. One |  |  |  |
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| allowed to dras on at such expense forsolshong hut it was members and |  |  |
| who insisted on the project being socomplicatedThe London equity market cannot |  |  |
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| haul A A simplified version of Taurushuilt around a central database - |  |  |
| rather than the complex distributed because there will be no repeat of the under the cover of higher taxation databases now proposed - would be recoveries from GPI Leisure and Min- The ny in the ointment is Eagle |  |  |
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| resistence to the idea Registrars, for lieved ACT, should come down. Stan- hardly noticeahle. On a 30 per cent example, might view such a system as dard's dividend costs only £47m. Even yield premium to the market average, |  |  |
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| The attempt to replicate every last have enough retained earnings to ton's bark turms ont to be worse than nuance of existing arrangements has push its tier one capital well over 5 his hite. |  |  |
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| If the exchange cannot reconclie the conflicting interests, the Bank of |  |  |
| England should knock, heads together. |  | There is a hrutal slmplicity about |
| There is a strong case for moving quickly to rolling settlement even without Tanrus. Frankfurt is alread |  |  |
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|  |  |  |  |
| Standard Chartered <br> would envy. Its strong hrands and resilient results highlight the possibiliproved that Vickers is simply not big Mough to cope with Rolls-Royce |  |  |
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| tered just cannot seem to manage a year without inding a banana skin to |  |  |
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| ties scandal in Bombay - has cost blemish in Caadury's performance. a good pricice for Rolls in in 1990. But |  |  |
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| aggravated the problemm and weak gic bind in confectionery, where eit lags outright sale, Aftert this, there |  |  |
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| into its collateral, hut at least the Morris's recent purchase of Terry's un |  |  |
| new exposure Its higher provisionreflects a more sober rellection of |  |  |
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| mbat it can recover from the wreckag |  |  |
| in a colarly lacking in infinence. |  |  |
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| yesterday's results by pushing the high margins would suggest and the long-term future of expensive handshares up a per cent. Other net provi. balance sbeet has been bollowed out built vehicles sucb as the Bentley Consions may grow this year, simply by goodwill writeoffs. Equity funding tinental and the Challenger tank. |  |  |
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IN MEIRGERS \& ACQUISITIIONS, recognising and realising opportunity depends on the experience of your advisor.


LEHMAN BROTHERS
international

## Advivin a company succesfafluy oo it is inematomal


 knowledge of commenciar realiries 10 the financial skills
necessary
transacions.







As a result of chis dising iocuvenap approach. Lehman
Broiners advised on 106 mergers and acquising


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moting}



FINANCIAL TIMES

SBC asset sales contain sharp profits fall

## Professor to attack

 Siemens voting rights

 ${ }^{\text {colden}}$
Amstrad alms for computer first













## Abboy finps inta aurobonds






## 


 Richard Waters analyses one of the City of London's biggest computer projects Stock exchange takes Taurus by the horns


 Strong growth in international tobacco lifts BAT to $\boldsymbol{£ 1 . 6 5 b n}$


## By John Cupper, Barkking Correspondent

 StProcordia lifts payout as profits rise $31 \%$


 The gronds
Tis initreasing its div-

 $\underset{\substack{\text { Prom } \\ \text { Trocorrdia } \\ \text { Pald }}}{ }$

 ever, it itid not elaborate on Its
statement last month when it
first disclosed that talks were in It is thought that the gronp
will take majority control of
Wrhamont in deal
 Past year, hast been delayed pend-
ins finalisation tof the deal
 Was dibtorted hy axtensive
restracturing and sale and pur-
chase activty. Income from con-
tinin
 whicb would marge with Erba-
mont, increased 1992 .rovitits to
SKr 2.65 b from SKr2.35m

 sales by 12 per cent.
Jrocor
Tunted Brands.
tobaceo, matchas and confe
ery unit, was the other
 increase in
and a p per
SKr 1.21 hm . The acquisition of Swedish
Match to
most of the inumst aceounted for for most of the increase in tarnover.
A Adsappointanant was the per-
formance of Procordia Invest,
 from state of loss-making hotel
impact
activities.



Klöckner-Werke offers debt relief
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## Vickers annual loss doubles to $£ 25.9 \mathrm{~m}$

## nccrase was "an open poosshill. for the closure of the Bramer fty" for 1994 , depending on hlast furnace in Breme






nace in Bremen
the the company



 Hypo-Bank in one-for-10 issue


 ing price yestercay of DM451.
 Issue had been taken following
a year of strong growth 1 n
both profits and husing umc. The hank will puhllsh its
fuut figurce for 1999 ln fut figurcs will puhllsh its
weeks. 1 ln December two it
veported the
 per ent to DM1.27n in in the
first 10 months of the year.

Lower dollar and weak markets take their toll on Hunter Douglas By Ronsid van de Krol
In Amstardam HUNTER Douglas, tho Dutch
window covering and architec
 suIfored a 53.2 por cont decline
in net profits in 1932 , refecting
 tant markets. the lower US dol.
lar and a decline in aluminium



However. Hunter Douglas
than experibed its pay-out ration, ressisicting con.
sumer spending. Lower alu-
 sound balance sheot and connti-
dence about the longor term it
made no spacific forecast for 1933, but sald IIt experected ast aor
ficult
The and challeneming year. The 1992 figures include an
extreordinery cherge of
Flis.5m for restructuring in the Netherlands and southereast
Ascial if the charga s exclued,
net proit would have hill


SAS falls into in the red for third consecutive year

Lafarge Copée holds profits at


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| loss for |  |  |
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|  |  | compared with SKri. 02 bbn . |

Lucas moves to find successors to chairman and chief executive

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Surveillance up 3.2\% to SFr193m

by lan Rodger
${ }^{8} \begin{gathered}\text { nepative } 0.1 \text { per cent. } \\ \text { Operoting }\end{gathered}$ This represents an infrpase
of 7 per cent from the provious
yari




 that Internal growth accounted
for 6.3 per cent of the growth ast year by fanily and
management struggles, mada a Ior s.3 per cent of the growth
in sales, new acaunation 4.8
per cent. and forelign exchange connomidated nuet
SFros.2m last year not profit of
$\qquad$ ril.o7an octrorp are propashy
 Prom STrib.59 to So Spris.
 Cashr.-low advanced t
SFr92.5m, up from SFr 70.4 mm .

## 1992 net profit up 12\% to BEF 10.7 bn

3 Depreciation, write-downs and provisions stabilised OOverheads well under control
a Total assets up 7\% to BEF 3,346 bn
a Net dividend up BEF 20 to BEF 320

| Consolidated figures - BEF bn | 1992 | 1991 | \% change |
| :--- | ---: | ---: | ---: |
| Gross operating profit | 95.08 | 91.48 | $3.9 \%$ |
| Overheads | 61.98 | 61.38 | $1.0 \%$ |
| Gross profit | 33.10 | 30.10 | $10.0 \%$ |
| Depreciation, write-downs and provisions | 16.62 | 16.39 | $1.4 \%$ |
| Net profit | 10.73 | 9.61 | $11.7 \%$ |
|  |  |  |  |
| Total assets | 3,346 | 3,123 | $7.1 \%$ |
| Customer's deposits | 2,182 | 2,038 | $7.1 \%$ |
| Private sector lending | 1,430 | 1,311 | $9.1 \%$ |
| Belgian public sector lending | 779 | 731 | $6.6 \%$ |
| Own funds sensu stricto | 80 | 74 | $8.2 \%$ |
| Own funds sensu lato | 156 | 133 | $18.0 \%$ |


| Ratios |  |
| :--- | ---: |
| ROE | $13.27 \%$ |
| ROA | $0.33 \%$ |

Risk Asset Ratlo $\quad 9.02 \%$
Generale Bank
Belgium's leading bank

## SERVICE

If your business requires efficient support sevices for its everyday operations, Frankfurt is a location you should economic regions, the City has an extensive intemationallyoriented service sector and offers an ideal environment for companies and financial institutions with ambitions in Germany and other European markets.

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Service. Every day.






FINANCIAL TIMES THURSDAY MARCH 1
Toys 'R' Us
moves ahead
$29 \%$ to $\$ 437 \mathrm{~m}$

| By Nildici Tath In Now Yort <br> TOYS 'R' Us, the US-based speciailty store chain, yesterday reported a m atertar prof cent to $s$ su37.5m in the 12 months to end-Jann-- The <br> The gronp said that it plamned to add another 95 to <br> ${ }^{\text {ity }}$ Toverseas ${ }^{2}$ ' Us ecored the advance on sales of 97.17 brn up from 56.12 bn . while earnings per share rose from $\$ 1.15$ to <br>  The company .added 43 stores In the US in 1992 and 41 outtotal to 540 US-based toy stores. 167 international outiets and 215 Kids $R^{\prime}$ Us children's clothing stores. |
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Tax cuts help boost
Novo Nordisk net

| By Hilary Bames in Copenhagen | vas proposed. Pre-tax profits ncreased hy a more moderate |
| :---: | :---: |
|  | per cent to DKrichbn from Ir1.48bn. Sales were ahead |
| ticais and indnstri | 14 per cent to DEri0.c9bn |
| ymes group, reported | m DǨr9.366n in 1991 |
| of 38 per cent in $n$ | e group continued to |
|  | expand prodaction capacity in |
| 促 | US, for its major |
| $s$ help | ts, insulin, growth hor- |
| Danish | mone and enzymas, with |
|  | investment expenditure rising |
|  |  |
| 3im in 2991, accorimg | Trading conditions and insta- |
| the prelitimin |  |
| per sha |  |
| per cent DKr34.12 | it difficult to achieve the |
| An unchanged DKT4 per | per cent growth in pre-tax |
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| Hust | 1011 |
| R650m rim | 1 |
| By Phill ha Johan |  |
|  |  |
|  | Trencor will have an effective |
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| ig, is to raise R650m | attributable losses of Rill.5m in 1992 from profits of R129m the |
| recapitalise the group. |  |
| cer |  |
| rated Sonth | operatiog profits fall by 35 per |
| ansport and container com- | cent to R217.6m from R335.5 |
| Oslo to exte | ading hou |
| Karen Fossill in 0 |  |
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| TEEE OSLO bourse, strugging | become the alternative market |
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| ood its | co |
| , | Norwegian ehares wort |
| The ext | ¢4. |
| from | compar |
|  | ( 58.88 m ) in Osio. On London's S |
| e aim is to stren |  |
| Oslo's competitive position in |  |
| trade in Norwegia | Nkr30.16 |

$\left|\begin{array}{l}\text { MasterCard } \\ \text { files suit }\end{array}\right|$

Empire-builder sets up his Wall St dream
against
Amexco

## By Alan Friedman in Now York

MASTERCARD, the US credit
card
suit in a

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for Marter Bagley, a lamyer
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matercard, sald the suit


 since launching treadith norards
card
was last September, said it
was lan

 Cascades back
in black with C\$28.2m profit By Robert Gibbens
hn Montreal CASCADES, one of the world's
top 10 packaging groups since acquirlag Paperboard Indus-
tries last year, turned in a
profit of $(5282 \mathrm{~m}$
(TSsz27m),


 ared Paperboard into a nuew
international
packaging gronp, selling-off a ming
bolding tot the public. Hydro-Quebec, the Qnebec
goverrmentowned power uitlo
Ity, reported 9992 profit of Ty, reported
 Correction Blockbuster BLOCKBUSTER, the Fioridacquiring a 48.2 per cent stake
in
Speling
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eported in Twesday edtlon
the Fl . reported in Tuesday's e
of the Financial Times.


And you thought we only served Japanese.

You need a global menu of financial services. Expertise in combining sound advice with
the most advanced financial engineering. And someone who understands the services you require.
*NOMURA
THE NOMURA SECURMES CO, LTD.

## Demand for shareholder equality at Siemens

The voting strength of preference shares comes under challenge today, writes David Waller
















 Stand




Sabic falls $14 \%$ on softer petrochemicals prices


Tata chairman may end board battle by moving to steel rival


## Australian tobacco

 group ahead 249\%
## 








Ashton Mining advances strongly to $\mathbf{A} \mathbf{\$ 3 5 . 3 8 m}$ $\begin{array}{ll}\text { ASHTON Minlng, the } & \text { executive, said the diamond } \\ \text { Australian diamond and } \\ \text { proold } & \text { hustiness was attracting wide }\end{array}$




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RINANCLAL TIMES THURSDAY MARCH 111993
Abbey National sets $\mathbf{5} 650 \mathrm{~m}$ record

 Tokyo poised to deregulate brokerage commissions Ry Rex. remenion Travo



 mplemented gradaaly while
monitoring the effects on

investors. and secrrities | honses. $\begin{array}{l}\text { Japan is the only leading } \\ \text { stockmarket where brokers' }\end{array}$ |
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absence of price competition
firus chose. ©t win large ci-
ents by compensating them for ents by compensating them for
stock losses.
Farlier atempts by the min-
Istry to derematate the fixed
Treahand in
first five-year Strong gains in European notes as interest rates ease

## bond issues

| By Tracy Corrigan in Lon and Patirk Harverson in Nerw York |  |
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| EUROPEAN bond prices |  |
| - the Bundesbank's cut in the |  |
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## Japanese study new derivatives disclosure rules







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| COMPANY NEWS: UK |  |
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| Pre-Christmas boost and strong US performance behind advance Cadbury Schweppes hits $£ 333 \mathrm{~m}$ |  |
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| Wider use granted for Zeneca drug |  |
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As positive as BTR

Innovative
Competitive
Progressive

## Medeva surges to $\mathbf{£ 3 6 m}$ following hectic year



## Willis Corroon warns of dividend cut as profits slide

| By fletiard Lapper | ts will not be able to ims. | stlll reasons to be optimistic about Willis Corroon. The |
| :---: | :---: | :---: |
| N, the UK's | "Some very serions problems | group sbould obtain benefft |
| gest insurance broker, | are emerging. This is a very | from the stronger dollar, in |
| 1998 |  | which it earns about ${ }^{\text {an }}$ (ent |
| ax profits | ${ }^{\text {sc }}$ |  |
| mo 556.1 lm to $£ 42.5 \mathrm{~mm}$ due to a | Lyounais Laing. | lis Fraber \& Dumas subsidiary, |
| 5.70 increase in provisions | Profit fro | indicates thmgs are going rea |
| nc | other ongoing iosu | sonably well in the London |
| Willis deciared an interim | ( 1103.2 m ) T Turnover rose | trading conditions. Looking |
|  | s507.2m (5577.3m), an in | ahead though more |
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| dividend coutd be cut by so per | tor |  |
| 1992 of 1320 yeas declared three | cent in underlying torms par. | concme in the Drited Stotes |
| 1932 of 132 p | ceant in underlying terms, par. | there is stiti no grarantee of a |
| is made a provision | eppenditure on overseas |  |
|  | sttions and an erpensiv | Corroon \& Black has 8 lot of |
| from harricane Hupo and other | bishment at the company's |  |
|  | Trinity Square b |  |
| and 1991 continue to hit | Interest and inves |  |
| the company, | tom | ${ }_{P}$ |
|  | mterest rates. |  |
| ance and reissurance market |  | - |
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## Rolls-Royce shows $\mathbf{£ 2 0 m}$ loss as sales decline

| By Kevin Dons, <br> Motor Industry Correspondent <br> ROLLS-ROYCE Motor Cars, tbe luxury car subsidiary of Vickers, tbe UK engineering grows, suffered a trading loss of more than $£ 20 \mathrm{~m}$ in 1992 , agxinst mora than $£ 30 \mathrm{~m}$ in 1992. <br> Retail sales of the group's <br> Rolls-Royce and Bentley cars plunged by 20 per cent world- <br> wide to 1,878 ( 1,713 ). <br> Sales have dropped by 58.7 <br> per cent in the last two years. from 3,333 in 1990. <br> has been drastically restruc <br> has been drastically restruc- tured with a cut in the work- <br> force from 5,500 at end. 1950 to <br> less than 2500 at end 1992. <br> Sir Colin Chandler. Vlckers chlef executive, said that the <br> Rolls-Royce breakeven level <br> had been reduced to about <br> 1,300 cars a year trom double this level in 1990 . |
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 Car production fell last pesi
to orly 1.258 , from $1,1,250$ in 1991






FT-SE Actuaries changes



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 Coyce Motor caid that ls-Royce Motor Cars was working a Iour-day week
no output on Friddys. Pro-
tould be raised to tion could be raised to
incoo cars a year without
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Einanclaí timins thursoay March 111983

## BAT sees＇sin tax＇ of \＄2 as unrealistic

| dy Ancrew Bolyer | high level of cigarette exports from the US，the continuing |
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| SIR．PATRICR Sheehy． |  |
| ssid he expected that Prestdent | tations that its financial ser－ |
| Chimon would impose a federal | vices busi |
| tax＂on tobacco bat |  |
| aghat it was unilkely to start re 1994. | BAT said that it was particr－ |
| did not rule | rette exports，especilill from |
| is 50 | the UK．US，Germany and Bra |
| － | zll，had grown by a further， 23 |
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| of levy of | accounted for almost a quarter |
| ng camp | Ksport vobumes from the UK |
| ＂totalil urealistic＂： | had increased substantially． |
| \％own，and America is a | expoit to the Far sast Wirn |
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## Irish political football becomes a hot potato

The chief executive of Aer Lingus may not be the only head to roll，writes Tim Coone


## B．AT INDUSTRIES

Pre－tax profit increased 68\％ to $£ 1,645$ million

| Preliminary results for the year to 31 December 1992 |  |  |
| :---: | :---: | :---: |
| REVENUE | £22，093m | ＋7\％ |
| PRE－TAX PROFIT | £1，645m | ＋68\％ |
| EARNINGS PER SHARE | 58．7p | ＋137\％ |
| DIVIDENDS PER SHARE | 37．2p | ＋11\％ |
| －Pre－tax profit would have been $£ 29$ million higher had the Group not adopted a new method of accounting for its Brazilian operations． <br> －Record tobacco trading profit of $£ 1,314$ million，up by 24 per cent，reflecting good results from all major operations． |  |  |
| －Financial services trading profit recovered from $£ 230$ million to $£ 598$ million from continuing operations，with another outstanding performance from Farmers in the USA． |  |  |
| －Shareholders will be asked to approve a 1 for 1 bonus issue at the Annual General Meeting on 18 May． <br> －＇The 11 per cent increase maintains the Board＇s commitment to dividend growth signifcantly in excess of the rate of inflation，a major component in our strategic objective of delivering superior total returns to shareholders．＂ |  |  |

Automotive and engineered products assumed growing importance for the group
Cost cutting helps GKN rise to $£ 122 \mathrm{~m}$


T\&N shows $56 \%$ advance to $£ 63 \mathrm{~m}$

FINANCILL TIMESCONFRRENCES
FINANCIAL INNOVATION
New Directions for the 90s
$28 \& 29$ April 1993, London

The conference will provide a high-level forum to review the role of innovation in financial services, assess the risks and rewards and examine future trends.
Speakers include:

| Mr William R Rhodes <br> Vice Chairman <br> Citicorp | Mr John G Heimann Chairman, Global Financial Institutions Merrill Lynch \& Co |
| :---: | :---: |
| Mr Anthony Nelson MP Economic Secretary HM Treasury | Mrs Farida Khambata |
|  | Director, Central Capital Markets |
|  | Department Intemational Finance Corporatio |
| Mr Sam Y Cross <br> Former Executive Vice President Federal Reserve Bank of New York | Dr M Desmond Fitzgerald |
|  | Senior Advisor, Risk Management |
|  | Group |
|  | Mitsubishi Finance Intemational plc |
| Mr Rei Masunaga <br> Deputy President <br> Japan Center for International Finance | Mr Minos Zombanakis |
|  | Chairman |
|  | GISE AG |
| Sir Kit McMahon Former Chairman (1987-91) Midland Bank plc | Professor Tim Congdon |
|  | Managing Director |
|  | Lombard Street Research Ltd |
| Mr Andrew Large <br> Chairman <br> Securities and Investments Board | Ambassador Raniero Vanni d'Archirafi* |
|  | Member of the Commission of the |
|  | European Communities |

Mr John G Heimann Merrill Lynch \& Co

Mrs Farida Khambata
Director, Central Capital Markets Intemational Finance Corporation

Dr M Desmond Fitzgerald
Mitsubishi Finance Intemational plc
Mr Minos Zombanakis
GISE AG
Professor Tim Congdon Managing Director
Lombard Street Research Ltd

Member of the Commission of the
European Communities


 CENTRE FOR THE STUDY OF FINANCIAL INNOVATION
FINANCIAL INNOVATION

New Directions for the 90s

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[T]

Sorry example in the far-flung banking empire

$\qquad$
 atmosphere of hostility among Indian politicians and there are calls for foreign banks'


## FINANCIAL TIMES CONFERENCES

EUROPEAN SECURITIES MARKETS - The Way Ahead

## London, 10 \& 11 May 1993

Europe's securities markets are breaking out of their narrow domestic confines. The deregulation of national market-places, the abolition of capital controls and the development of technology that by-
passes rigid market structures, has brought increasing integration of debt and equity markets. passes rigid market structures, has brought increasing integration of debt and equity markets.
Thls process poses challenges for all intermediaries in the investment markets, whether brokerdealers, fund managers or stock exchanges. How will they be affected by these developments and
how will they adapt?

The distinguished speakers who will discuss these and many other important issues include:

Mr Peter Baring
Barings plc
Mr HeinzuJürgen Schäfer
Dresdner Bank AG
Mr Stanley D L Ross
Tradepoint Financial Networks plc
Mr René Karsenti
European Bank for
Reconstruction and Development
Mr Michael J Payne
Legal \& General Investments
Mr John Gilchrist
Cedel SA
Mr John Young CBE
Securities and Futures Authority

## Mr Robert K Steel

Goldman Sachs International Ltd
Boudewyn F Baron van Ittersum Arnsterdam Stock Exchange

Mr R lan Molson
Credit Suisse First Boston Limited
Mr Peter Cox
OM London Limited
Mr Patrick Gifford
Robert Fleming Holdings Ltd
EUROPEAN SECURITIES MARKETS Financial Times Conference Organisation

- The Way Ahead
$\square$ Please send me conference details
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exhibiting at the conference
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sum.


## Amstrad claims lead in new product sector

## The need to take a firmer grip on financial controls

## Gary Mead looks at the difficult task facing the incoming chief executive of Saatchi \& Saatchi

| month Sastexecarlve. | redeem exilm of Euro-preter. ence shares in 1993. He will leave behind him a successful |  | Sumtchille seatch <br> Stare pition (foinco |  | financial controls, Mr Scott has said that Saatchi will no longer take on loss leaders. He was |
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|  | leave behtind nmm a successsiul |  |  |  |  |
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| Mr Scott will have to tighten | pleted There are some |  |  |  |  |
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| wim in 1396. As | year of heavy earn-ont pay- |  |  | 1 |  |
| WPP, such acquisitions were | s18m 1994 will see the la | revenues derive from the US, | The second |  |  |
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| tmue forever. That boom did |  | uptura in globel advertising | E300ma A year ago Sastchi had |  |  |
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| moving on to try to |  |  |  |  | feeling more confident about |
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| company, was pulled in to res. cue Saatchi from looming | Arst repayment of ${ }^{\text {coum }}$ fall | of ¢18.9mim to fosm bhis year and | system of variable remunera- | $\stackrel{4 g}{n g}$ | art |
| fmancial disaster in Janua | Saatchi's ablity to repay debt |  |  |  |  |
| 0. He inherited 18,000 | is | $\begin{aligned} & \text { Seatr } \\ & \text { 1ts } \end{aligned}$ | $\begin{aligned} & \text { That } \\ & \text { once an } \end{aligned}$ |  | king annual pretax profits |

# GLOBAL/EXPANSION IN BEVERAGES ANB CONIECTIONERY 

1992 RESULTS
${ }^{6}$ Our 1992 results are a creditable performance in a year when most of our major markets were in recession. Actions taken to make the business even more competitive involved restructuring costs of $£ 14 \mathrm{~m}$ in UK confectionery which have been taken in full as a charge against the year's profits.

| Sales | E3,372.4m $+\mathbf{4 . 3 \%}$ |
| :--- | ---: |
| Trading Profit | $£ 370.7 \mathrm{~m}+\mathbf{2 . 9 \%}$ |
| Pre-Tax Profit | $£ 332.7 \mathrm{~m}+5.7 \%$ |
| Earnings per Share | $26.81 \mathrm{p}-2.5 \%$ |
| Dividend per Share | $13.20 \mathrm{p}+5.6 \%$ |

There was underlying growth in earnings before confectionery restructuring costs and adverse exchange effects, although reported earnings per share are down.

A final dividend of 9.90p is proposed, up 6.5\%, giving a total dividend for 1992 of 13.20p an increase of $5.6 \%$. This reflects the momentum of the business and the Board's confidence in the outlook.

Our business performed strongly and we are in excellent shape to go forward in 1993 and beyond.

We have seen a very good start to trading in 1993 and I am confident that the Company will make significant progress in the yearg


MANAGEMENT PROVEN IN THE MARKET PLACE

[^3]Retreating gold Kalgoorlie celebrates the centenary of Hannan's find
price approaches crunch point

| THE GOLD price continued to market, reaching fresb seveo year lows of $\$ 326.50$ a troy ounce and $\$ 326.10$ at $y$ yesterday's morning and afternoon fixings. <br> an The Londion close of 3326.05 an ounce marked a fall of $\$ 3.90$ so far this week. On tbe New York Commodity Exchange the active Aprii contract bad recovered irom a low of $\$ 325.80$ to move back above $\$ 326$ a troy ounce in late trsding. <br> Analysts believe that tbe US commodity funds will seli below $\$ 325$ a troy ounce, taking tbe market rapidly do $\$ 320$ and possibiy lower. <br> There appears, however, to be strong support at 5325 an $\qquad$ |  |
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|  | trading range of \$827 to \$332 a |
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## EC urged to delay cut in milk quotas

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| tion amounts to 2.47 m tonnes, while its proposed increase in tbe wbolesale quota is 0.9 m tonnes, the commission said. Greece is due to benefit from aquota increase of 100,000 tonnes. |  |
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| May 15 to show they can meet |  |
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| reform. By the end of July, |  |
|  | tor of Resolute Resources, a |
| th Mediterranean countries y be allowed to increase |  |
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| guaranteed quan ery for the 1998-4 marketing year, subject to review by the |  |
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| the councill of ministers. |  |
| Mr Steichen said the com. | Th |
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Russia inaugurates second joint-venture diamond polishing factory


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## LONDON STOCK EXCHANGE

## Steady close after an erratic session

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## Heavy pressure on Bass




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tic brewling market，many ana lysts still regari bess many anapil
tive long term investment Tie
 The bearish of nems on bass
 Queens Moast Honses，
 heaving，dipped of to 47 D in stock was also disturbed by a

Securitie which suggeated
that the hotel troup may be
adversely affected by the new
accounting procedures．


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\section*{Rolls－Royce worries} | A bont of nervous selling hit |
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| Rolls $\begin{array}{l}\text { Reyone the earo－engine } \\ \text { and industrial power group，on }\end{array}$ | and Industrial power group，on

reports that the company will
announce jo cuts of as many
as 5000 ．


 the more pessimistictec researearchy
ers．The stares responded tyy
faling 6 to 129 p in trade of 3．9m．with analysts in trind expect
igg ths company to announce
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General Electric for ong ins
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## EQUITY FUTURES AND OPTIONS TRADING

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t．Tr futures，the March con－



rifachin－shariel Indax：Egures are due on March os
Sigures are due on March 24
Lasmo shares have fared


| ger－term investment |
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| Barnana |
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the subject of some takeover
speculation as the shares con speculation as the shares con－
tinued their recent upward

| －SE Actu | aries | Shai | re tinc | dices |  |  | THE UK SERIES |  |  |  |
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| $\begin{gathered} \text { FT-SE } 100 \\ 2956.7+6.8 \end{gathered}$ |  | $\begin{aligned} & \text { FT-SE UID } 250 \\ & 3117.8-1.4 \end{aligned}$ |  |  |  |  | FT－A ALL－SHARE$1438.12+2.54$ |  |  |  |
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|  | as | $\stackrel{-27}{-2,1}$ |  |  |  | ， $9 \times 314$ | ${ }_{5}^{500}$ | Sis |  |  |
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## US markets ease on

 large program trades
## EUROPE

## Dutch rate cut provides some support




A production Citroen AX with Lucas diesel injection holds the world record for fuel economy. Yet Lucas development of diesel engine management continues unabated. The Lucas EUI, an integrated pump and injector, is setting new standards in trucks and being developed for the next generation of cars.

It is another success in a long line of Lucas achievements. Success that has been engineered by investing in advanced technology, by developing products with potential, by winning in fiercely competitive global markets

Our world leadership in diesel technology promises still greater economy and environmental friendliness. You can rely on us never to run out of good ideas.


We've engineered a great company.


[^0]:    his new electronic stato－nf－the－art sleeper scat with its Inxurious 55 degree reelinc
    is a firit from Continental Airtines．Proviling a First Class standard of comfort for the

[^1]:    without giving it some stout thought, would you? And when you've taken your time making up your mind, you'll find Visa is accepted as readily as a round of Guinness.
    

[^2]:    Clear need for UK government to provide export credits

[^3]:    

[^4]:    

